



M E D I C N E S T

Deliverable 1.2: Short report on the outcomes of the reshaping of existing industrial value chains in order to create new value chains training including responses from participants

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ABSTRACT

A 2-day training event was run in Thessaloniki for cluster managers on how to reshape and create new value chains, not only for clusters themselves but also for cluster members. At the completion of the training, cluster management teams are now capable to understand what is a value chain, how to create and/ or add value to it, as well as how to design new service packages. This enhanced knowledge can now support SMEs, help them create new added-value services and in turn, help them become more sustainable and ultimately grow – a goal ultimately aligned with ALL cluster strategies.

STATEMENT OF ORIGINALITY

This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

DISCLAIMER

The content of this Report represents the views of the authors only and is their sole responsibility; it cannot be considered to reflect the views of the European Commission and/or the European Innovation Council and SMEs Executive Agency (EISMEA) or any other body of the European Union. The European Commission and the Agency do not accept any responsibility for use that may be made of the information it contains.

Short Report Summary

Creating New and Reshaping Existing Industrial Value Chains

In order to stimulate cross-sectorial innovation to support the emerging industry of personalized healthcare, existing industrial value chains not only need to be reshaped, but new value chains need to be created further. These, will create the extra value needed in order for both clusters and SMEs to grow and ultimately become sustainable.

Hence, it is critical for cluster management teams to be able to not only understand how new value can be created, but also be able to guide SMEs to identify the market segments they can provide services to, develop quality service portfolios and assist them in the implementation of these portfolios.

Competency Mapping Training, Thessaloniki January 2023

The 2-day training (agenda attached) was organised and hosted by HBio, in Thessaloniki (26-27 January 2023). Seven (7) participants in total attended the courses (two from IMAGO-MOL Cluster; two from LEON R/Biotecyl; two from MEDVIA; and one from HBio).

2 highly experience trainers were selected to deliver this training:

- Fabrizio Conicella is a strategy advisor for a number of startups and organizations in the life sciences field. He has worked across industry partners, clusters, incubators and science parks being responsible for project, innovation, business and innovation development and management. Over the years, Fabrizio has gained experience in supporting organizations and SMEs particularly in defining business models and growth and go-to-market strategies, as well as in the implementation of business development activities.
- Stefano Cantu has years of experience within the pharma industry, where he supported several companies at Italian and European level growing their business and identifying new opportunities with a specific focus on Marketing and Sales. Stefano has led projects on opportunity sizing, market entry strategy, product life cycle management, commercial organization set-up and re-design and multichannel strategy and stakeholders' engagement definition. In recent years, he has also focused on innovation, supporting the evaluation and acceleration of startups as well as supporting corporations selecting and integrating their portfolio and organizations with selected startups.

Day 1 offered the opportunity for all cluster management teams to understand why trends are so important and how these are impacting specifically on individual clusters but also on the whole innovation ecosystem. In addition, the value and supply chains specifically the complexity of value chains within the life sciences sector were discussed (i.e. healthcare vs medical device value chains). Practices and tools were also presented that can be utilised in order to map, identify and access the ecosystem needs. In the afternoon, the concepts of service design and service platform organization were presented, as well as the best approaches for implementing these in order for cluster managers to be agile and fit to choose the best implementation strategy dependant to the specific needs of the cluster members. Finally, the pathway from service development to service delivery was presented and important aspects such as how to minimize risk were further discussed.

Day 2 was focused more specifically on the Business Model Canvas as a tool for service sustainability with hands exercises amongst the group with real cases of services that clusters offer to their members currently and new services that clusters are currently developing.

Training Evaluation

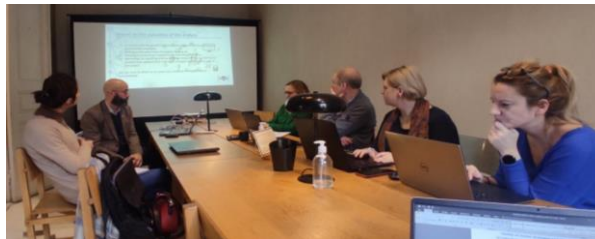
A discussion took place at the end of the session in order to assess the value of the training and how applicable the newly gained knowledge is to clusters and their members. All cluster teams agreed that the concepts and notions discussed are well understood, as well as how these can be applied and deployed in order to fit cluster strategies and create new added value. It was decided, that during the next workshop, each cluster service portfolio will be briefly

discussed in order to assess changes implemented due this Creating New and Reshaping Existing Industrial Value Chains training.

Services and Value Chain Training Outcomes

By the end of this training, all participants were able to follow, practice and be confident to apply a methodology in order to:

1. Identify the current industry value chains and market trends in life sciences, with a more focused applicability to personalized health
2. Explore new business models and how these can be adopted by the individual clusters as well as SMEs/ startups / spinoffs
3. Understand how to capitalize on the transformational power of service innovation creating new value chains for sustainability and growth



Teams Photos from the 2-day Training in Thessaloniki, Greece.

ANNEXES: AGENDA; Training Material